SYSTEM AND METHOD FOR ONGOING SUPPORTING A PROCUREMENT AND ACCOUNTS PAYABLE SYSTEM

Background of the Invention

Cross References to Related Applications

5   U.S. patent applications Serial Numbers 09/_____,

entitled "System and Method for Assessing a Procurement and

Accounts Payable System", 09/_____, entitled "System and

Method for Project Preparing a Procurement and Accounts

Payable Process", 09/_____, entitled "System and Method

10   for Project Designing and Developing a Procurement and

Accounts Payable Process", and 09/_____, entitled "System

and Method for Deploying a Procurement and Accounts Payable

Process" filed concurrently herewith, assignee docket

numbers EN999043, EN999116, EN999117, and EN999118,

15   respectively, are assigned to the same assignee hereof and

contain subject matter related, in certain respect, to the

subject matter of the present application. The

above-identified patent applications are incorporated herein

by reference.

Technical Field of the Invention

This invention pertains to the implementation of a procurement and accounts payable system or application. More particularly, it relates to a system and method for assessing, preparing, designing and developing, deploying, and supporting a general procurement and accounts payable system using electronic requisitions.

Background Art

A services company may be very good at implementing information technology (IT) solutions. However, as customer engagements increase, the ability of company to execute numerous engagements on time and within budget with quality becomes more difficult.

Today there exist many different software packages that perform project management and classes that teach methodologies for implementing solutions that involve information technology and services. However, there is no process that combines these activities along with an evaluation of a client's general procurement (GP) and accounts payable (AP) system, or application, into one

package while providing detailed implementation instructions along with templates for completing the major deliverables required over the course of the project. Templates, may be used herein as an equivalent term for page, form, or

5   document as used in connection with Lotus Notes. In Lotus Notes, a page is a database design element that displays information; a form, like a page, displays information and also can be used to collect information; and documents are the elements that store information in the database. A user

10   is presented a form including fields for entering information. When the user fills out the information and saves it, the information is saved in the data base as a document. When a user opens the document, the document uses the form as a template to provide the structure for

15   displaying the data or information. Fields store data of various types, including text, dialog list, rich text, and so forth.

     Scalability of engagements is a known problem, the most common solution to which is to increase the number of

20   persons involved. Experience has shown that this increase results in customer dissatisfaction due to inadequate gathering of requirements, poorly trained implementation teams, missed schedules, increased costs, and lower quality.

It is characteristic of general procurement and accounts payable systems that no two are identical, and may differ even within wholly owned subsidiaries of a single corporation.

5   Consequently, there is a need in the art for a system and method for evaluating a potential client system and for adapting a general procurement and accounts payable system to the requirements of each of many potential clients. Further, there is a need for a system and method for
10 evaluating a potential client system and for adapting a general procurement and accounts payable system to the requirements of each of many potential clients which can be licensed to third party providers together with a system and method for monitoring and assuring the quality of services
15 provided by those service providers.

   There is a need in the art for an integrated system for assessing, preparing, designing and developing, deploying, and supporting a procurement and accounts payable system using electronic requisitions.

20 During project assessment, typically potential

customers are contacted and evaluated by a marketing team that then recommends a product solution from their menu. There is no integration of Technical Team Leaders and Transition Management as key components of the installation.

5   There is also limited to no flexibility to customize the product for the customer.

There is a large body of work on project planning in industry. While they are all more or less adequate, they do

10   not provide the comprehensive integration of the client and supplier teams, Transition Management, and Quality required to accomplish a particular customer's goals.

Like project planning, project design and development processes are well known in industry. They usually consist

15   of a project manager or team leader that manages the implementation of a project plan and interfaces with the client.

Deployment or implementation of a project is, again, a very standard operation. As the project plan steps are

20   completed, they are usually held in queue until all necessary activities reach a point where the solution can be "turned on".

All projects have close out functions that wrap up the end of the project. However, they do not provide for continuing support across the multitude of functions that have been used to provide the customer with a solution.

5   It is an objective of the invention to provide a system and method for evaluating a client's general procurement and accounts payable (GP/AP) system.

It is an object of the invention to provide an optimized solution for out-sourcing procurement of goods and
10   services.

It is an object of the invention to provide a system and method for training service providers.

It is an object of the invention to provide a system and method for managing service providers to assure quality
15   of service.

It is an object of the invention to provide a system and method for managing a project.

It is an object of the invention to provide an

optimized general procurement and accounts payable system characterized by lower costs, a paperless process, and more comprehensive service with a shorter cycle time.

Summary of the Invention

5   A system for providing ongoing support for a general procurement and accounts payable application includes a server; a storage device connected to the server; a plurality of team terminals; and a communication link interconnecting the server and terminals. The server is

10   operable for (1) maintaining a database of templates on the storage device describing procedures for supporting the application and (2) serving the templates to team members operating the terminals for coordinating, recording, and tracking team activities executing the procedures with

15   respect to supporting the application. These procedures include user education, survey and quality auditing tasks.

       A method for providing ongoing support for a general procurement and accounts payable application of a customer of an enterprise includes maintaining a database of

20   templates describing procedures for supporting an

operational general procurement and accounts payable system; and operating a plurality of web-enabled user terminals to access via a server the database for coordinating tasks by a plurality of enterprise teams implementing the procedures. The procedures include user education, survey and quality auditing tasks.

In accordance with an aspect of the invention, there is provided a computer program product configured to be operable for providing ongoing support for a general procurement and accounts payable application of a customer of an enterprise.

Other features and advantages of this invention will become apparent from the following detailed description of the presently preferred embodiment of the invention, taken in conjunction with the accompanying drawings.

Brief Description of the Drawings

Figure 1 is a high level block diagram of a general procurement and accounts payable development and implementation system in accordance with a preferred

embodiment of the invention.

Figure 2 is a block diagram illustrating team relationships within the general procurement and accounts payable (GP/AP) development and implementation system of a preferred embodiment of the invention.

Figures 3A through 3M, arranged as shown in Figure 3, are a flow diagram of the assessment, preparation, development, deployment and support phases of the method of a preferred embodiment of the invention.

Figure 4 represents a terminal display of a playbook summary view.

Figure 5 illustrates a terminal display of the template presented by the server at a user terminal of Figure 1 in response to selection by a user of "create a summary task" from the playbook summary view.

Figure 6 illustrates a terminal display of the template presented by the server at a user terminal of Figure 1 in response to selection by a user of "create a detailed task" from the playbook summary view.

Figures 5 and 6 also illustrate fields collected in the database and selectively displayed at user terminals of Figure 1 for each summary and detail task, respectively, of a GP/AP system for a particular customer or project.

5   **Best Mode for Carrying Out the Invention**

Referring to Figure 1, in accordance with the preferred embodiment of the invention, intranet communication facilities interconnect a plurality of team member terminals 64, zero or more service provider terminals 66, and client

10   (also referred to as customer) terminals 68, and a server 62, preferably a Lotus Notes server.

Server 62 references and maintains playbook database 70. Database (also referred to as the playbook, or playbook database) 70 is provided for implementing procurement and

15   accounts payable systems. This playbook 70 defines implementation steps and templates for creating the many required deliverables and project management functions. These functions include start and end dates, effort, duration, and so forth. This playbook also provides the

20   steps and templates for training service providers 66 and

serves as the repository for completed templates and as a
source for auditing the performance of the service
providers. As used herein, unless otherwise apparent from
the context, system and applications are used to refer to

5   hardware, software, procedures, instructional materials, and
so forth, for implementing a general procurement and
accounts payable process.

Also attached to intranet 60 are requisition and
catalog (Req/Cat) servers 80. Server 80 functions as a

10   front end server to accounting system server 82, and is
connected to a file of vendor catalogs and contracts 72, to
a client (customer) host system 74, and through a firewall
to SAP servers 82. SAP server 82 is an accounting driver
for the procurement and accounts payable (A/P) system of the

15   customer. SAP servers 82 are connected to supplier systems
84, to a customer data warehouse 78, and to customer ledger
and accounts payable systems 86, 88.

During the operational phase of a completed and
functioning system, a customer (aka end user, or client) 98

20   enters requisitions via the intranet to server 80. Server
80 accesses client host system 74 for pricing, reports,
etc., and vendor catalogs and contracts 72 to gather

information needed by SAP servers 82 to generate purchase orders or requests for quotes (RFQs) to supplier 84, to update data warehouse 78, client ledger 86, and client accounts payable 88 systems. Warehouse 78 stores client

5   data maintained by the supplier of the Req/Cat and general procurement system, which supplier may be the primary enterprise (a primary services organization, such as the IBM Corporation) with control of the design and implementation of the system, or a contractor of the enterprise qualified

10   as a third party service provider.

In operation, during presales, assessment, preparation, development, deployment and support stages, team members 64, access database 70 via intranet 60 and server 62 to create a playbook including a detailed description of an accounts

15   payable and Req/Cat system for a particular customer (aka client). This description is then used to personalize Req/Cat servers 80 and SAP servers 82 for the customer installation. During operation, a user 98 accesses Req/Cat server 80 via intranet 60 to enter a requisition or to query

20   the status of previously entered requisition. When entering a requisition, Req/Cat responds to end user 98 with a form to complete. Req/Cat 80 accesses SAP server 82 through the firewall with the requisition or request for status. SAP

server 82, responsive to a requisition, issues a purchase order or request for quote to supplier 84, and updates accounts payable 88 and ledger 86, as required through the normal procurement and accounting process implemented on behalf of the customer.

Referring to Figure 2, the various departments and individuals representing team members 64 include business office 120, architecture 122, education and training 124, project manager 126, Req/Cat development 128, business process design 112, electronic data interchange (EDI) 114, application development 116, information technology 130, business controls 132, procurement process 134, transition management 136, SAP development 138, marketing 118, general procurement operations 98, and support management 96. Each of these departments and individuals perform various rolls and functions during the life of the project from assessment, through deployment and use, as will be more fully described hereafter in connection with Figure 3.

Referring to Figure 3, in accordance with the preferred embodiment of the method of the invention, assessment 101, preparation 102, development 103, deployment 104 and support 105 stages are executed to design, implement, and use a

general procurement and accounts payable (GP/AP) system for a customer. Through these stages 101-105, procedures and methods are provided for seamlessly integrating all aspects of a total GP/AP system, including creating an electronic

5   purchase requisition for goods and services with flexible approval functions, through invoicing and payment.

Further in accordance with the preferred embodiment of the invention, there is provided a web enabled delivery system.

10   Further in accordance with the preferred embodiment of the invention, there is provided a system and method for auditing service provider activities without being on site.

High level summary tasks implemented by playbook 70 database include business controls, information technology,

15   SAP, communication, process, testing, configuration, project management, transition management, education and training, requisition and catalog (Req/Cat). Each of these summary tasks, as well as the drill-down (aka subsidiary) tasks implementing the details of each, may be accessed by team

20   members 64 and service provider 66s within the playbook database 70.

Referring to Figure 4, the playbook summary view 400 is illustrated. View 400 includes a title bar 402; pull down menu tabs file 404, edit 406, view 408, create 410, actions 412, window 414, help 416; create a summary task selection button 420, create a detailed task button 422, a folders and views section 424, and a task title display and selection area 426 which also includes a by column 436 and a status column 438 with an entry for each task displayed in area 426. With by category button 430 and all tasks button 432 selected, all tasks 434 is highlighted and display 426 presents a listing of tasks organized by category.

Referring to Figure 5, the summary task template 440 presented to the user upon selection of create a summary task 420 is illustrated. As will be described hereafter, there are two flavors of template 440, one for major operations, and one for major steps within each major operation. Referring to Figure 6, the detail task template 520 presented to the user upon selection of create a detailed task 422 is illustrated.

Selection of create summary task 420 presents a first summary task template 440 that used to design and describe a high level summary task for one of the playbook operations.

In a preferred embodiment of the invention, there are thirteen such high level summary tasks, including assessment, business controls, configuration, education, image, information technology (I/T), marketing, process, project management, requisition and catalog (req/cat), SAP, testing, and transition management. The summary and detail tasks within these high level summary tasks are further organized into five major processing segments: assessment 101, project preparation 102, project design and development 103, deployment 104, and ongoing support 105. A high level summary task provides a summary of the inputs to the task, and of the output (deliverables) after all detailed tasks are completed. There two levels, or templates for summary tasks: one for major operations, the second for major steps within each operation.

Activation of create a detail task 422 presents to the user a third template 520 which is used to summarize the detailed tasks for each major step of a summary task.

The first and second templates 440 are almost identical. They include the fields set forth in Tables 1 and 2. Third template 520 contents are summarized in Table 3.

TABLE 1: SUMMARY TASK TEMPLATES PART 1

	SECTION 1:	CREATION STATUS
5	Category 444:	Categories include education, req/cat development, SAP development, transformation management, architecture, procurement process.
10	Team 446:	Specific project team responsible for this task.
	Offering type 448:	Kind of product being brought to client: req/cat only, SAP only, and req/cat and SAP.
15	Stage 450:	The stages are assessment 101, project preparation 102, project development 103, deployment 104, and support 105.
20	Doc owned by 452:	Team 140 owner of document, the designer of this one template. The teams 140 are those illustrated in Figure 2.
	Doc created by 454:	Author of this one template.
25	Dev status 456:	Approval status: first draft, final edit, final approval, etc. Only owner 452 can change this status. Only the owner 452 can approve the content of this template (task).
	SECTION 2:	IMPORTANCE BUTTONS
30 35	Education 462:	Represents a combination of things, including (1) does someone need to be taught how to do this task, (2) is it something that should be included in the education package to the customer.
	Certification 464:	Indicates whether or not an implementer of this task (ie,

		service provider) must be certified.
	Auditable 466:	Indicates whether or not it is a task that Enterprise would be able to or needs to audit performance by the implementer/service provider
	Milestone 468:	Indicates if this task is a critical accomplishment in the path of completing the implementation of the offering type.
	Critical path 470:	Indicates if this is a task that must be completed in order to advance to the next task in order to complete the offering type, and can change during the course of the project as tasks are completed and the overall environment changes.
	SECTION 3:	IMPLEMENTATION
	Task order 472:	A number assigned to a detailed task that shows its order under the summary task.
	% complete 474:	An estimate of how complete is this task document in its development for a particular customer.
	Executed by 458:	Name of service provider (eg., Enterprise, or some Enterprise partner).
	Performed by 460:	Technical team responsible for doing this task.
	Priority 476:	High, medium, low priority, based on whether this task is in critical path, and whether or not it needs to be done in support of some subsequent task.
	Work effort 478:	Estimated time required to complete this task.
	-- Sequence 480:	A number assigned to a summary task

that shows its order under a higher level task.

Task status 482:   Represents how far the service provider has progressed in its implementation of this task. This is rolled up to Lotus Notes database 70 to enable the owner to track progress of the service providers during the audit phase.

Table 2 sets forth the template 440 fields which may vary between templates, including those for major operations and major steps within an operation.

TABLE 2: SUMMARY TASK TEMPLATES PART 2	
SECTION 4:	SUMMARY TASK DETAILS
Description 490:	High level summary description of major operations or steps.
Assumptions 492:	What if any assumptions apply.
Prerequisites 494:	Tasks that must be completed before this task can complete.
Critical success factors 496:	Description of tools, techniques, relationships, understandings, technical and relationship skills and commitments, knowledge base of team and customer, and so forth, needed to accomplish this task.
Deliverables 498:	Expected output of this task.
SECTION 5:	APPROVALS
Task approver 500:	Identity of approvers.

Notification date 502:	Date approvers notified.
Request approval 504:	Electronic signature of approval.
SECTION 6:	PROJECT REFERENCE
Comments and dialog 506:	General comments (open season).
Deliverable checklist 408:	Checklist of deliverables.
Approval status 510:	List of approvers of this document and status of their approval.
Edit history 512:	Listing of persons who have modified this document during its preparation (service provider is not allowed to change these task descriptions.)

TABLE 3:   DETAIL TASK TEMPLATE

SECTION 1:	CREATION STATUS
SECTION 2:	IMPORTANCE BUTTONS
SECTION 3:	IMPLEMENTATION

Sections 1, 2 and 3 are the same as for templates 440, with the addition of:

Support resources 524:	People needed to support completion of this task.
Assigned to 526:	Person executing this task.
SECTION 4:	DETAIL TASK DETAILS
Description 490:	Description of this task.
Prerequisites 494:	Tasks that must be completed

before this task can complete.

Task steps 528:	Specific detailed steps that need to be accomplished to complete the task.
Analysis 540:	A description of what needs to be analyzed to come up with the right answer for the customer. (The resulting output will vary depending upon the results of the analysis - but this document doesn't change as a result of the analysis).
Deliverables 530:	Expected output of the task.
Methodology attachments 532:	Potential attachments, may be blank: anything from presentation charts, to questionnaires, to architecture charts — depends upon the task.
SECTION 5:	PROJECT REFERENCE AREA
Comments & Dialog 506:	Comments.
Deliverable Checklist 508:	Checklist, attachment listing (other than method attachments, supra).
Approval status 510	List of approvers and the status of their approval (with respect to approval of this document, not of the implementation of the task, which is handled by the audit process).
Edit history 512:	Listing of persons who have modified this document during its preparation (service provider is not allowed to change these task descriptions.)

Database 70 at server 62 includes all summary and detail tasks templates which have been completed in a set for a particular customer. An initial set of the tasks listed in Table 4 is provided for each customer, but during
5   project implementation phases 101-105, these are configured or personalized to the customer.

While many summary and detailed tasks of Table 4 do not, appear in the flow chart of Figures 3A-3M, those selected illustrate a flow from start to finish across the five major
10   stages - and form a representative, if not critical, path through them. As shown in Figures 3, and 3A-3M, the transitions between stages 100-105 are, in some instances, blurred and a particular task may be allocated to either or both of two of these stages.

15   In each stage, the key to success is the integration through the use of the templates of the groups (Figure 2) and activities (Table 4, both summary tasks and detail tasks.) Also, an important aspect of the invention is the method provided across the five stages (Figure 3) for
20   effecting a transition from a legacy process, including hardware, software, work procedures and human resources, to a new process.

Table 4 is a chart of summary and detail tasks, pursuant to a particular embodiment of the invention, available for presentation in display area 426 of playbook summary view 400 upon selection of button 432. Selection by a user in display area 426 of a task designated with two or three alpha-numeric reference numerals P1, P11, P12,..., results in display of a template 440 personalized to the summary task, and selection of a task designated with four or more alpha-numeric reference numerals P111, P112,..., result in display of a template 520 personalized to the detail task. A user with appropriate authority may then view, correct, update, approve or otherwise modify the displayed task. The names of the detail tasks set forth broadly the functions or method steps performed in implementing the superior summary task. In Table 4, each summary task is identified in the first column by the stage 100-105 to which it pertains, in the second column by a task identifier P11, P12, ..., and, for selected tasks, in the third column by the process step (150,...,354 in Figures 3A-3M) to which it pertains. In general (with very few exceptions), a detail task pertains to the same stage 100-105 as its summary task.

	Task ID		Summary Tasks	
	Stage		Step	Detail Tasks
1	FOLDERS AND VIEWS			
2	BY CATEGORY			
3		ALL TASKS		
4		P1		ASSESSMENT
5	101	P11		Perform customer service offering
6				assessment
7	101	P111	174	Perform customer business
8				assessment
9	101	P112		Perform customer business
10				assessment e-Req/Cat
11	101	P113		Develop workshop management plan
12	101	P114		Develop workshop management plan e-
13				Req/Cat
14	101	P115		Review findings from marketing
15				procurement consulting engagement
16	101	P116		Review findings from marketing
17				procurement consulting engagement
18				e-Req/Cat
19	101	P117	176	Formulate workshop approach
20	101	P118		Formulate workshop approach e-
21				Req/Cat
22	101	P119		Prepare for workshop
23	101	P11A		Prepare for workshop e-req/Cat
24	101	P12	178	Introduce recommend service offering to
25				customer
26	101	P121		Present service offering to
27				customer (perform workshop)
28	101	P122		Present service offering to
29				customer (perform workshop) e-
30				Req/Cat
31	101	P123		Formulate proposal approach
32	101	P124		Formulate proposal approach e-
33				Req/Cat
34	101	P13		Create proposal and contract
35	101	P131		Develop and cost proposal
36	101	P132		Develop and cost proposal e-Req/Cat
37	101	P133		Draft and price customer contract

38	101	P134		Draft and price customer contract
39				e-Req/Cat
40		P2		BUSINESS CONTROLS
41	103	P21		Business control requirements
42	103	P211	290	Confirm business controls
43				requirements
44	103	P212		Confirm separation of duties (SOD)
45				requirements
46	104	P213	292	Conduct ASCA self-assessment
47	104	P214		Risk assessment
48	104	P215	224,294	Conduct ASCA/business controls
49				review
50	102	P2151		Confirm image production system
51				management strategy
52		P3		CONFIGURATION
53	103	P31	320	Conduct Req/Cat functional detailed fit
54				gap analysis
55	103	P311		Confirm Req/Cat organizational
56				hierarchy
57	103	P312		Define the Req/Cat functional
58				detailed fit
59	103	P313		Resolve functional gaps for Req/Cat
60	103	P32	324	Configure Req/Cat offering
61	103	P321		Confirm and refine "Ives Team
62				Studio" for code tracking
63	103	P322		Confirm and refine Req/Cat initial
64				settings and organizational
65				structure
66	103	P323		Confirm and refine Req/Cat
67				authorizations
68	103	P324		Refine and validate final Req/Cat
69				configuration
70	103	P33		Customize Req/Cat offering
71	103	P331		Validate and customize Req/Cat core
72				application change request
73	103	P332		Refine and validate final
74				customization for Req/Cat
75	103	P34		Produce custom Req/Cat programs
76	103	P341	276	Validate and code bridge change
77				requests (SAP and Req/Cat)

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78          P4   EDUCATION AND TRAINING

79    102   P41                    Develop customer education and training
80                                 strategy
81    102   P411                       Validate customer education &
82                                     training objectives
83    102   P412      190             Define the training requirements
84                                    and approach
85    102   P413                      Confirm the education & training
86                                    strategy

87    102   P42                    Define system management processes
88    102   P421                      Define SAP correction and transport
89                                    process
90    102   P422                      Define and agree on service level
91                                    agreement SLA
92    102   P423                      Define and administer SAP release
93                                    control process
94    102   P424                      Define Req/Cat transport process
95    102   P425                      Define and administer version
96                                    control process

97    103   P43       192          Define user documentation and training
98                                 requirements
99    103   P431                       Define customer user audiences and
100                                    requirements
101   103   P432                       Confirm user documentation
102                                    requirements and standards
103   103   P433                       Conduct detailed end-user task
104                                    analysis
105   103   P434                       Assess user skills and training
106                                    needs
107   103   P435                       Validate end-user courses and
108                                    content
109   103   P436                       Identify users and course attendees
110   103   P437                       Define and notify training
111                                    attendees

112   103   P44                    Develop user training documentation
113   103   P441                       Produce customer specific end-user
114                                    documentation
115   103   P442                       Confirm training evaluation
116                                    materials/approach with customer
117   103   P443      194              Setup training system environment
118   103   P444                       Validate training logistics
119   103   P445      198              Conduct pilot training with super
120                                    users
121   103   P446      196              Arrange documentation and training
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122				material production
123	103	P45		Internal (Enterprise, service provider)
124				training requirements
125	103	P451		Identify and organize appropriate
126				internal training
127	104	P46		Conduct end-user training
128	104	P461		Conduct train-the-trainer sessions
129	104	P462	214,230	Perform training
130	104	P463	212	Conduct new buyer training
131		P5	IMAGE	
132	103	P51		Conduct image functional detailed fit
133				gap analysis
134	103	P511		Define the image functional
135				detailed fit
136	103	P512		Resolve image functional gaps
137	103	P52		Configure image offering
138	103	P521		Refine and validate final image
139				configuration
140	103	P522		Confirm and refine image initial
141				settings
142		P6	I/T	
143	103	P61		Establish customer network/computing
144				infrastructure
145	103	P611		Confirm component delivery
146	103	P612		Establish network/computing
147				hardware/software architecture
148				infrastructure
149	103	P613		Ready network/computing environment
150	103	P62		Establish EDI infrastructure
151	103	P621		Establish EDI infrastructure
152	103	P622		Conduct trading partner testing
153				(IT)
154	102	P623		Confirm EDI strategy
155	102	P6231		Setup image system environments
156	103	P6232		Establish cutover checklist and
157				perform pre-cutover activities for
158				image production environment
159	104	P6233		Validate image production support
160				for system management

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161   103   P63                Develop reporting infrastructure
162   103   P631                   Develop reporting infrastructure
163                                 (LIS/EIS)
164   103   P632                   Develop DataMart extracts
165   103   P633        232         Develop additional reports
166                                 (customer/operations)

167   102   P64                Perform bridge architecture assessment
168   102   P641                   Perform bridge architecture
169                                 integration point interfaces work
170                                 session
171   102   P642        158         Define bridge architecture project
172                                 objectives document

173   102   P65                Validate bridge, EDI, vendor reporting
174                            requirements
175   102   P651        270         Develop and manage bridge
176                                 architecture implementation work
177                                 plan
178   102   P652                    Analyze EDI requirements
179   102   P653                    Determine EDI communication
180                                 environment
181   102   P654                    Analyze vendor master data load
182   102   P655                    Analyze operational reporting
183                                 requirements
184   102   P656                    Analyze customer requirements for
185                                 DataMart implementation
186   102   P657                    Schedule and conduct weekly
187                                 interlock meeting
188   102   P658                    Vendor lead client analysis

189   102   P66                Set up development/integration
190                            environment
191   102   P661                   Set up SAP development/integration
192                                 environment
193   102   P662                   Set up Req/Cat system environments

194   103   P67                Set up consolidation/test environment
195   103   P671                   Set up SAP consolidation/test
196                                 environment

197   104   P68         218   Set up production environment
198   104   P681                   Convert vendor master into
199                                 production environment
200   104   P682                   Determine EDI tasks for production
201                                 environment set up
202   104   P683                   Execute SAP cutover checklist
203   104   P684                   Set up SAP production environment
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204	104	P685		Establish SAP batch schedule
205	104	P686		Set up trading partners in
206				production environment
207	104	P687		Vendor lead client deployment
208	103	P688		Establish cutover checklist and
209				perform pre-cutover activities for
210				SAP production environment
211	103	P689		Establish cutover checklist and
212				perform pre-cutover activities for
213				e-Req/Cat production environment
214	105	P69		Refine/execute production support for
215				system management
216	105	P691	234	Perform on-going support activities
217				for Req/Cat
218	105	P692		Post deployment reporting support
219	105	P693		Develop new bridges and application
220				extensions post go live
221	105	P694	236	Support new EDI transactions post
222				go live
223	105	P695		Execute system management security
224				support procedures
225	105	P696		Execute data management support
226				procedures
227	105	P697	236	Execute EDI support procedures
228	105	P698		Execute system management
229				operational support desk procedures
230	105	P699		Execute system management batch
231				support desk procedures
232	105	P69A		Execute system management SAPBI
233				support procedures
234	105	P69B		Execute system management master .
235				data support procedures
236	105	P69C		Execute production support for
237				system management
238	103	P6A		Establish vendor master environment
239	103	P6A1		Establish vendor master
240	103	P6A2		Confirm vendor master
241	103	P6A3		ALE configuration for VLC
242	103	P6B		Establish bridge architecture
243				infrastructure environment
244	103	P6B1	272	Develop detail architecture
245				requirements definition
246	102	P6C	274	Validate system infrastructure
247				requirements

248	102	P6C1	280	Analyze current network/computing
249				infrastructure
250	102	P6C2		Determine network/computing
251				requirements for project
252	102	P6C3		Confirm and begin network/computing
253				component acquisition
254	102	P6C4		Order and delivery of
255				infrastructure components
256		P7		MARKETING
257	100	P71		Participate in marketing procurement
258				consulting engagement
259	100	P711	170	Qualify potential client
260	100	P712		Qualify potential client e-Req/Cat
261	100	P713		Develop assessment statement of
262				work (SOW) e-Req/Cat
263	100	P714		Develop assessment statement of
264				work (SOW)
265		P8		PROCESS
266				
267	102	P81	156	Customer process introduction
268	102	P811		Conduct customer introduction to
269				Golden procurement and A/P
270				processes
271	102	P82		Process reviews with customer –
272				procurement and A/P
273	102	P821	344	Review procurement processes with
274				customer
275	102	P822	342	Review A/P processes with customer
276	102	P83		Assess customer impact on internal
277				Enterprise workload
278	102	P831		Identify current and potential
279				supplier catalogs for customer
280	102	P832	340	Perform assessment of customer
281				purchasing business
282	103	P84		Process alignment customer/Golden
283	103	P841		Determine GAPs between customer and
284				golden processes
285	103	P842		Perform process GAP resolution
286	103	P85		BMP process and procedures management
287	103	P851		Codes and procedures
288	103	P852	348	Update and review process

289				management & procedures manual
290	103	P86		Supplier readiness
291	103	P861	210	General supplier introduction
292	103	P862		Manage trading partner - EDI
293				suppliers
294	103	P863	346	Establish ASAP suppliers for
295				customer (ASAP = a SAP supplier not
296				requiring a buyer)
297	103	P864		Manage customer supplier outline
298				agreements
299	103	P865		Customer freight procedures
300	104	P866		Supplier memo mailing
301		P9		PROJECT MANAGEMENT
302	102	P91	180	Initiate project planning
303	102	P911	160	Confirm project scope and
304				implementation strategy
305	102	P912		Confirm project organization and
306				assign resources to roles
307	102	P913		Prepare and validate project plan
308				and procedures
309	102	P914		Establish project team working
310				environment
311	102	P915		Orient project team
312	102	P92	150	Confirm and refine project management
313				standards and procedures
314	102	P921		Confirm and refine issue management
315				plan
316	102	P922		Confirm and refine project
317				documentation
318	102	P923	152	Confirm and refine quality
319				assurance standards
320	102	P924		Create team building plan
321	102	P93		Confirm implementation strategies
322	102	P931		Confirm system configuration
323				standards
324	103	P9311		Customize image offering
325	103	P9312		Validate and customize image core
326				application change request
327	103	P93121		Refine and validate final
328				customization for image
329	102	P932		Confirm CR/PTR process
330	102	P933		Confirm testing strategy
331	102	P934		Confirm production support &

332				operations strategy
333	102	P935		Confirm SAP production system
334				management strategy
335	102	P936		Confirm e-Req/Cat production system
336				management stategy
337	102	P937	282	Confirm network/computing strategy
338	102	P938		Confirm vendor conversion strategy
339	102	P94	162	Prepare project team
340	102	P941		Conduct kick-off meeting
341	102	P942		Conduct project team standards
342				meeting
343	102	P943		Conduct project team training
344	102	P95	352	Define production support plans
345	102	P951		Define system management SAP
346				resource requirements
347	102	P952		Define system management e-Req/Cat
348				resource requirements
349	102	P953		Define production support accounts
350				payable plan
351	102	P954		Define production support CSC plan
352	102	P955		Define production support general
353				procurement plan
354	102	P956		Confirm SAP system authorizations
355				for project team
356	102	P957		Confirm Req/Cat access control list
357				(ACL)
358	102	P958		Define system management image
359				resource requirements
360	102	P96		Initial quality assurance review
361	102	P961		Initial QA review
362	103			
363	&104	P97		Review project status and refine project
364				plan
365	103,			
366	&104	P971		Conduct project team status
367				meetings
368	103			
369	&104	P972		Conduct steering committee meetings
370	101	P98		Obtain customer approval
371	102	P981		Won bid analysis/transition to
372				implementation team
373	102	P982		Won bid analysis/transition to
374				implementation team e-Req/Cat

375	101	P983		Conduct lost bid analysis
376	101	P984		Conduct lost bid analysis e-Req/Cat
377	104	P99		Validate production support
378	104	P991		Validate SAP production support for
379				system management
380	104	P992		Validate production support for
381				accounts payable
382	104	P993		Validate production support for CSC
383	104	P994		Validate production support for
384				general procurement
385	104	P995		Validate Req/Cat production support
386				for system managment
387	105	P996		Validate education & training
388				production support activities
389	104	P9A		Perform go live project office
390				activities
391	104	P9A1		Ensure go live check lists
392				activities
393	104	P9A2		Go/no-go decision for go live
394	103			
395	&104	P9B		Interim quality assurance reviews
396	103			
397	&104	P9B1		Interim QA reviews
398	105	P9C	244	Post-implementation quality assurance
399				review
400	105	P9C1		Post-implementation QA review
401	105	P9D		Production support review
402	105	P9D1		Confirm production environment
403		PA		REQ/CAT
404	102	PA1		Identify customer responsibilities for
405				Req/Cat
406	102	PA11		Identify country/global
407				administrators & neg. con person
408	102	PA12		Perform country administrator
409				education
410	103	PA2		Prepare and load Req/Cat catalog data
411	103	PA21		Perform Req/Cat catalogue tasks
412	104	PA3		Req/Cat production readiness
413	104	PA31		Confirm Req/Cat for production
414				environment

```
415   104   PA32                   Set up Req/Cat tables in production
416   104   PA33                   Prepare Req/Cat production copy
417   104   PA34                   Execute Req/Cat go live checklist

418         PB          SAP

419   103   PB1         254   Conduct SAP functional detailed fit gap
420                           analysis
421   103   PB11        250       Confirm SAP organizational
422                                 hierarchy
423   103   PB12                    Define the SAP functional detailed
424              '                    fit
425   103   PB13                    Resolve SAP functional gaps

426   103   PB2               Produce custom SAP programs
427    ·    PB21                  Develop and validate SAP custom
428            ·                     programs

429   103   PB3         252   Configure SAP offering
430   103   PB31                  Confirm and refine implementation
431                                 guide
432   103   PB32                  Confirm and refine SAP initial
433                                 settings and organizational
434                                 structure
435   103   PB33                  Confirm and refine SAP end user
436                                 authorization profiles
437   103   PB34                  Refine and validate final SAP
438                                 configuration

439   103   PB4               Customize SAP offering
440   103   PB41                  Validate and customize SAP core
441                                 application change request
442   103   PB42                  Refine and validate final
443                                 customization for SAP

444         PC          TESTING

445   103   PC1 256,260,322 Perform preparation activities for
446                           testing (both Req/Cat and SAP)
447   103   PC11                  Confirm and refine test case
448                                 templates
449   103   PC12      258,326   Build comprehensive test plan
450   103   PC13                Develop test environment plan
451   103   PC14                Create test case specifications
452   103   PC15                Build/reuse test cases
453   103   PC16                Determine testing tools
454   103   PC17                Review and validate comprehensive
455                               test plan.
```

456	103	PC2	216	Perform comprehensive testing
457	103	PC21		Perform unit test
458	103	PC22	262	Perform component test
459	103	PC23	264,328	Perform integration test
460	103	PC24		Administer network/computing
461				performance monitoring
462	103	PC25	266,330	Perform system test
463	103	PC26	220	Perform user acceptance test
464	103	PC27		Perform other required testing
465	103	PC271		Support comprehensive image testing
466	103	PC28		Support comprehensive e-Req/Cat
467				testing
468	103	PC29		Support comprehensive SAP testing
469	103	PC2A		Support comprehensive image testing
470		PD		TRANSITION MANAGEMENT
471	101	PD1	172	Introduce transition management
472				(assessment)
473	101	PD11	172	Develop initial assessment of
474				client
475	101	PD12		Provide transition management
476				workshop presentation
477	102	PD2	154	Model transition management (project
478				preparation)
479	102	PD21		Provide transition management
480				strategy
481	102	PD22		Evaluate cultural impact of
482				solution
483	102	PD23	300	Develop/confirm transition
484				management plan
485	102	PD3		Develop communication plan (project
486				preparation)
487	102	PD31	304	Build/confirm campaign plan
488	102	PD32	302	Update communications trategy
489	102	PD33		Deliver announcement/kickoff
490				communication
491	103	PD4		Initialize transition management (design
492				and development)
493	103	PD41		Create incentive/reward program
494	103	PD42		Assess supplier impacts related to
495				transition management
496	103	PD43		Assess Enterprise support impacts
497				related to transition management
498	103	PD44		Design detail go live

499				material/activities
500	103	PD45	308	Create policy changes
501	103	PD46		Identify/plan for security
502	103	PD47		Detail process transition plan
503	103	PD48	306	Detail human resources plan
504	103	PD49		Detail employee relations plan
505	104	PD5		Ensure transition management activities
506				(deploy)
507	104	PD51	350	Ensure new process management
508				system in place
509	104	PD52	222	Perform client readiness assessment
510	104	PD53		Perform transition management go
511				live activities
512	104	PD54	240	Manage human resources activities
513	105	PD6		Communication (support)
514	105	PD61		Thanks to users/suppliers
515	105	PD7		Validate transition management (support)
516	105	PD71		Monitor human resource issues
517	105	PD72		Assess effectiveness of transition
518				management program
519	105	PD8		Perform post implementation survey
520				(support)
521	105	PD81	242	Administer post go live survey
522	105	PD82		Present and act upon survey
523				findings
524		PE		NOT CATEGORIZED
525	104	PE1	200	Perform go live process activities
526	104	PE11		Allocate buyer codes to commodities
527	104	PE12		Enter blanket orders
528	...	PE2		Table template document
529	...	PE21		Table template document

Project Assessment 101

Referring to Figure 3 in connection with Figure 2, project assessment phase 101 follows pre-sales phase 100, during which marketing makes its initial contact with the

5   prospective client, or customer.

After initial contact from marketing 118, the main thrust of Assessment Project 101 is to provide an integrated, cross-functional customer solution to the client. An assessment team is led by the Business Office

10   120, but requires input and participation from the project leaders of Architecture 122, Transformation Management 136, Business Process 112, EDI 114, and Application Development 116.

Assessment 101 begins with a complete review of the

15   client's current general procurement and accounts payable processes. This includes debriefing the initial marketing team 118, instructing the project leaders 126, and accumulating all other relevant data available about the client's processes, tools, and organizational structures.

20   The Assessment Team then defines an integrated customer solution that covers technical, educational, and Human

Resource issues.

The delivery of the Workshop is intended to present an overview of the customer solution, initiate discussions on process analysis and strategic implementation, and

5 confirmation of the solution fit. Specific goals of a workshop phase within assessment stage 101 include the following:

(1) Prepare and deliver a presentation to the customer defining the service offering, including any essential

10 documentation on the offering, and a demonstration of the end-user tool(s), as applicable.

(2) Collect area specific information and customer requirements on network process sourcing, procurement, accounts payable, and finance; and EDI, I/T, and

15 transition management.

(3) Identify high level gaps in each such area.

(4) Identify additional high level requirements for new

20 process support, and for conversion requirements, including requirements for commodity structure, account

structure, vendor, and contracts.

(5) Identify interface requirements, including requirements for HR, cost center, catalogs, ledger, information warehouse.

5   (6) Validate accounting for project, appropriation, contract, job, tax reporting, currency, and check reconciliation.

(7) Identify requirements for network, EDI, testing, and application development including new reports, new
10   interfaces, and new features.

(8) Assemble a high-level gap analysis.

(9) Create a high-level Customer Scope Document.

15   (10) Confirm the recommended solution.

At the completion of the workshop phase, the assessment team 106 convenes to develop and cost the final customer solution and proposal. At this time, the members of
20   assessment team 106 assemble, understand, and validate the

collected data; review standard proposal options with assumptions and identify items that apply to this client; create a draft of the proposal including scope, risk, schedule, and resources; review the draft with team and

5   other project members to obtain sizing and costing information for each area; compile costing information to add to the proposal; and perform QA review of the system integration, application development, managed operations (including service delivery center (SDC), application IT,

10   and Process Operations) proposals, and of the overall proposal.

The resulting proposal is delivered or presented to the client. Final Assessment activities include follow up query responses and, should the proposal be declined, a loss

15   analysis. This loss analysis feeds back into assessment process 101 to improve its overall effectiveness and efficiency.

Referring to Table 4, summary tasks pertaining to assessment stage 101 are listed, together with included

20   detail tasks. For each task, a template 440 or 520 is maintained in data base 70, and accessed by team 108 members and others through summary view 400 to track progress

(including viewing, updating, sharing, and approving) during this assessment stage 101.

Project Preparation 102

Referring further to Figure 3, project preparation stage 102 sets up the project, initializes detail planning, and models the plan for making the transition from the client's legacy system and process to the new system and process (or, offering).

A critical element of this stage is to ensure resources are assigned to transition management 136, both from the project implementation team 126 as well as from the client. During this stage the transition activities required for a smooth migration from the old client process and system to the new service offering are modeled. The result is a detailed transition management plan that is specifically designed for the client. Stage 102 tasks and deliverables include the following:

(1) Perform analysis on the client HR environment, including organization structure and relationships,

labor relations, management, administration, and end user roles and responsibilities, and the general HR environment.

5   (2)   Develop and approve the detailed transition management and communication plan.

       (3)   Update the client specific transition management strategy.

       (4)   Define the quality assurance (QA) process required to
10   assure that a project conforms to documented standards and meets documented requirements. The purpose of this task is to confirm the quality assurance standards between Enterprise and the client, and identifies the tasks that are to be audited by the Enterprise
15   Technical Center.

       The QA review is a beneficial process for the project as it timely recognizes potential risk areas and reduces the possibility of project delays while achieving faster implementation, attaining low cost and increasing the
20   customer's level of confidence. Deliverables of the QA review task include the following:

(1) Confirm and refine quality assurance standards with the customer.

(2) Confirm that technical requirements can be met.

(3) Confirm that business and financial measurements can be met.

(4) Confirm that the proposal is complete and the required processes have been followed.

(5) Establish QA schedule for the project.

Integration of all critical Enterprise and client team members provides the glue to assure a smooth project. By completing the detailed tasks within project preparation stage 102, the recommended implementation standards, procedures and strategies for the project are shared with the technical and business functional members of the project team as well as with the customer. All team members have input in this process, and understand the basic procedures, once they have been agreed to. These procedures, documented in summary and detail task templates listed in Table 4, include the following:

Configuration Standards

CR/PTR Process

Testing Strategy

5   Production Support and Operations Strategy

SAP System Management Strategy

Req/Cat System Management Strategy

Network Computing Strategy

Vendor Conversion Strategy

10   **Project Design and Development 103**

Referring further to Figures 3, project design and
development phase 103 provides and documents in a database
of templates referred to as a Playbook, the business
controls, transformation management, and SAP and Req/Cat
15   customization required for an integrated approach to a
complete customer solution.

During this stage 103, business controls 132 provides a
comprehensive process that identifies key control points and
establishes detailed procedures to assure a quality
20   installation. The deliverables include documentation,

separation of duties, sensitive programs, logical access

control, logging (audit trail), change control for tables,

change control for programs, system testing, input controls,

processing controls, error handling controls, output

5   controls, balancing and reconciliation, vital records and

disaster recovery, records management, reports, local area

network (LAN), and country specifics, as described below:

(1)   Documentation: an assessment of the quality and

completeness of existing program documentation and a

10   determination of the degree to which programs could be

efficiently reconstructed if they were destroyed.

(2)   Separation of duties: the duties of the programmer,

computer operations, and user groups are reviewed to

ensure that separation of duties problems do not exist.

15   No one individual can control activities within a

process (or any event in a string of events) in a way

that permits errors of omission, or commission of

fraud, theft, etc., to go undetected.

(3)   Sensitive programs: controls must be in place to

20   prevent unauthorized modification and/or use of the

application.

(4) Logical access control: while programs are generally
     controlled by a site procedure, application data has a
     formal access control mechanism.

(5) Logging (audit trail): a logging mechanism is
5   established to ensure the audit trail is correct.

(6) Change control (tables): a change control system is put
     in place to evaluate, justify and control changes to
     tables.

10   (7) Change control (programs): a change control system is
     put in place to evaluate, justify and control changes
     to programs.

(8) System Testing: system testing procedures are
     effectively planned and carried out to ensure that
15   controls are successfully tested and documented.

(9) Input controls: to insure accuracy and completeness of
     information entering an application.

(10) Processing controls: controls are applied for entry of
     data into the computer application system that ensure

accuracy and completeness of data during computer processing.

(11) Error handling controls: controls for error handling and reprocessing of transactions.

5   (12) Output controls: output controls ensure the integrity of the output data from conclusion of computer processing to delivery to the user.

(13) Balancing and reconciliation: verifies that procedures to reconcile output to input are effective.

10

(14) Vital records and disaster recovery: disaster recovery is designed to provide for the continuity or rapid system restoration of a business process immediately following a natural or man-made emergency or disaster.

15

(15) Records management: verify that information is managed with sound business practices and controls.

(16) Reports: verify that reports are distributed properly.

(17) Local Area Network (LAN): Refer to ITCS 201, "Security

Standards for Local Area Networks and Distributed

Computing."

(18) Country specifics: verifies that any questions

particular to this specific country are completed.

5

Req/Cat is a requisition and catalog product designed,

developed, and maintained by Enterprise for use in systems

such as those developed in this stage 103.

SAP is an financial and accounting package which an

10 enterprise or company may license for its own use and for

its customers. SAP configurators that customize package

programs to fit the needs of the client are provided for use

during design and development stage 103. All other

installations of SAP are "off the shelf", with the client

15 changing its internal structures to fit SAP requirements.

Transition management is the most overlooked part of

any implementation process. It is critical to address the

corporate culture and personality at the earliest contact.

Strategic and tactical plans may then be developed that

20 guide the implementation through "Go Live" and for an agreed

period thereafter. The purpose of transition management

steps of the design and development stage 103 is to provide

guidance to the development team members as they work with

the client to institute policy changes that might be

introduced as part of the implementation of the new process

5   and system. Necessary changes to the legacy system are

identified and a plan developed to announce and introduce

changes in policy. Policy change includes key business

rules that are part of the management system for purchasing

and procurement. They may be associated with approval

10   levels or procedural changes in the new system. The target

is not the day to day operation but management decision and

support systems that might be affected. The areas addressed

include:

Measurements (old and new)

15   Management system

Approval levels

Supplier contacts and contracts

Reward systems

Incentive Plans

20   Security

Employee and user changes

All of these areas require strategic and tactical planning

that includes the following steps:

(1) Identify the current (legacy) system or process and compare it to the new process or system to be implemented to identify gaps.

(2) Develop specific recommendations for gaps between the legacy and the new system or process, identifying the level of sensitivity and whether or not action is required as part of the transition.

(3) Determine the announcement and transition (or, cut over) date for each action identified.

(4) Design a communications plan to build the message and media for communicating the changes to affected parties.

(5) Design a process transition plan to ensure the elements of change are integrated into the overall plan for the process.

(6) Determine how the policies must be modified according to new standards and procedures

(7) Determine what new policies and procedures will be

implemented as part of the process and system.

5   Finally, integration of the above design and

development stage 103 process steps along with the technical

teams involved allow the delivery of a cross-functional

solution under one unified and managed plan.

Project Deployment 104

10   Referring again to Figure 3, project deployment phase

104 uses the Playbook to improve deployment of (1) quality,

or application systems control and auditability (ASCA), (2)

transition management, and (3) integrated project management

systems and procedures.

15   1. Quality (ASCA)

A business controls team provides dedicated resources

throughout the life cycle of the project. During the

project development stage 103, this team has planned and

executed an ASCA self-assessment that has covered an

extensive list of technical, business, financial, and client issues. In this deployment stage 104, its members are responsible for managing an independent audit that will cover the same areas. The independent auditors then issue

5   an acceptance position that is required before the client can "Go Live" with the new system and process. Deployment stage 104 activities include:

(1)   Create the project plan for ASCA Review preparation

10   activities.

(2)   Determine which Enterprise organization will conduct the ASCA and business controls review.

15   (3)   Prepare all ASCA documentation required for the review.

(4)   Prepare all sub-process overviews and descriptions of process flow.

20   (5)   Ensure the test plan includes those elements of the ASCA checks required to ensure business controls, separation of duties, and authorization matrices, data integrity and security.

(6) Create, update and complete all required documents of understanding (DOU's) & service level agreements (SLA's).

5 (7) Ensure the separation of duties matrix (SOD) is current at time of final review.

(8) Review all testing and obtain test approvals.

10 (9) Ensure all approvals have been obtained and signed approval forms available for ASCA Review. These include approvals for process ownership, ASCA requirements, self-assessment and system cutover.

15 2. Integrated Project Management

During this deployment stage 104, project manager 126 has the task to validate and confirm that all checklists and status are acceptable prior to Go-live. This includes the readiness of all aspects of the project, and once satisfied, 20 a review is conducted and the customer's formal sign-off for Go-live is obtained. Status transition management and client readiness assessment and confirmation activities include verification that:

(1)   No critical open issues exist in any area.

(2)   All relevant aspects of readiness have been included in the status check.

5

(3)   Network and computing performance testing is complete.

(4)   System test is complete.

10   (5)   User acceptance test is complete.

(6)   System management production environment Go-live checklist is complete.

15   (7)   Any needed CR's and PTR's have been generated.

(8)   Production support is in place.

(9)   Supplier readiness is reviewed and accepted.

20

(10) Service provider readiness is confirmed.

(11) Enterprise GP readiness is confirmed.

(12) Review of the compiled check information is completed.

(13) Customer sign-off on the Go-Live decision is obtained.

5   <u>3.   Transition Management</u>

A transition management team prepares for the deployment, or "Go Live" of the client solution. During this deployment stage 104 in the project, virtually all technical problems are resolved and systems configured. The

10   client is now ready to deploy and the human factors must be aggressively managed to assure a smooth transition from the legacy systems to the improved client solution. Transition management activities within deployment stage 104 ensure that organization, measurements, management, support, and

15   labor relations functions are developed, explained, reviewed, understood, in place or on schedule, as appropriate.

(1)   Organization: organizational changes for Go-Live,

20   updated communications plans, feedback mechanism for persons displaced by changes in organization, and the new organization.

(2) Measurements: changes in measurement system, plan to cut over to the new measurements, and communications explaining the new measurements, including how they are derived, how they are used and their importance to the business.

(3) Management: changes in management or management responsibilities, communications explaining the changes in management structure, and why it is important to the clients' organization, the management chain and path for escalation of issues, normal business reports and their use.

(4) Support: support structure for both client and technical support.

(5) Labor Relations: activities associated with the loss of a job role, plan to notify the affected people, communication plan for providing information to remaining employees on the reasons for the changes and for fostering support for the new process.

Integration of the cross-functional teams to accomplish the deployment of the customer solution is facilitated by

use of the system and data base structure of the preferred
embodiment of the invention.

Ongoing Project Support 105

Referring further to Figure 3, project support stage
5   105 enables project teams, all of which have continuing
responsibilities with the client after "Go Live", to provide
the required ongoing support. As with all other stages,
integration of the teams through the use of the systems and
methods provided by the invention, including transition
10   management systems and methods, is greatly facilitated. It
is a characteristic of the preferred embodiment that each of
these areas has specific predetermined plans, actions and
responsibilities, and these are audited and tracked through
a GP/AP development and deployment system.

15   During support stage 105, transition management 136
delivers an approved detailed questionnaire with quality
questions in a logical format that allows end-users to
express their opinion and provide information that meets the
survey objective. Support stage 105 includes a plan for
20   communicating the survey results to the participants and

taking action in response to the survey results. This stage

also incorporates a continuing education plan for training

new employees as well as continually updating the material

so that reflects the latest version of the application.

5   The survey in stage 105 is structured to determine the

end users' perception of the new system, system ease of use,

response time from both the system and CSC (Customer Service

Center), and customer knowledge level of processes and

product. Results of the survey are compiled and presented

10   to the client and Enterprise Management Teams along with

action plans, time tables, expected results for approval,

and implementation. A Lessons Learned document is reviewed

with the project team and appropriate adjustments made for

future engagements.

15   Project Manager 126 provides a quality function task

after "Go Live". This task aims at checking the

implementation of the EPS Offering to determine if anything

needs special attention or focus. It is also the formal

sign-off on the final delivery of the implementation by the

20   customer. Its deliverables include:

(1) Customer accepts delivery of the EPS general

procurement offering implementation and signs off.

(2)   Action list on issues and CR/PTR's, if applicable.

(3)   Formal transition of operational responsibility to operations 98 and support management 96.

5   (4)   Preliminary business benefits evaluation.

The Req/Cat and SAP technical teams 128, 138 provide ongoing reviews and improvements to the client's process through the CR and PTR processes. These are formalized, documented processes with management controls to attain

10   cost, schedule, and customer objectives.

As part of the new business process, support center 94 is established to provide long term assistance in any area of the application solution. This includes communication of feedback, real time application assistance, and special

15   requests for problems concerning data.

It is the planned integration of these multi-functional teams that provides an innovative solution to the customer.

Representative Implementation of Ongoing Support Stage 105

Referring to Figure 3E, a series of steps illustrating an exemplary selection of tasks in ongoing support stage 105 will be described.

5   While steps 230-244 represent a selection of key steps in stage 104, other summary and detail tasks designated in Table 4 as pertaining to stage 104 are typically included in the initial set of templates for this customer, and are also used as they are determined to be applicable. Some field

10   entries are dynamic and changeable during the course of ongoing support stage 105. The templates are also editable for a particular project, and do not necessarily continue during use to conform to the original format.

In step 230, ongoing training, similar to that of step

15   214, is provided. Education material is supplied and maintained to the latest version of Req/Cat to the client. this is distributed using distance learning techniques.

In step 232, the data warehouse team accesses detail task template P633 in the course of developing additional

20   reports. Task P633 is originally executed in stage 103, and

is also applicable to on-going support stage 105. This task describes the steps necessary to complete in stage 103 the development required to support the Operational Reporting needs during on-going support stage 105. Template P633, Table 27, provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the data warehouse team.

TABLE 27   DETAIL TASK: DEVELOP ADDITIONAL REPORTS

CREATION STATUS

Category:	I/T
Team:	Data warehouse
Offering type:	Req/Cat, SAP, Req/Cat&SAP
Stage:	3. Design & Development

IMPORTANCE BUTTONS

Education:	No
Certification:	Yes
Auditable:	Yes
Critical path:	Yes

IMPLEMENTATION

Executed by:	Service provider
Performed by:	Customer, reporting analyst
Priority:	High
Work effort:	15 days
Sequence:	3 months prior

DETAIL TASK DETAILS

Description:

This task describes the steps necessary to complete development
required to support the Operational Reporting needs. This task
will use the CR's identified in the Analyze Operational Reporting
Requirements detail task from the Project Preparation stage.
5   Detail requirements will be realized and resolutions will be
researched, defined, documented and agreed on by the customer,
Operations team and the Reporting implementation team members.

Prerequisites:

Gaps must have been documented on a CR form(s) and initiated in
10   the Analyze Operational Reporting Requirements detail task in the
Project Preparation stage

Task steps:

1.   Perform Required Development - Review the CR form, update the
form with additional development requirements (if required). For
15   the CR's assigned to the Reporting team, complete necessary
actions for development of these:

Develop Reports
Update Reporting Tree
20   Update Report List Document

2.   Interlock with AD Team - For the CR's assigned to the SAP AD
team review requirements with team and discuss development
methods.

3.   Interlock with Image Team - For the CR's assigned to the
25   Image AD team, review requirements with team and discuss
development methods.

4.   Unit Test - All reports developed via CR must be unit tested
prior to transporting the code to the Test environment.

Unit test Reporting team development
30   - Document test results
            - Obtain customer sign off on unit test
Participate in SAP AD team development
            - Review documented test results
            - Sign off on successful testing
35   Participate in Image AD team development
            - Review documented test result
            - Sign off on successful testing

5.   Submit Transport - Once unit testing has been completed and
signed off, the code must be moved into the Test system for
40   formal System, User and Integration testing responsible for own
transports and coordinate any AD involvement).

Ensure all transports exist

Submit transport to target system
Verify transport successful

6. Support Testing Process - It is necessary to be available to provide explanations of development or to answer questions regarding any subsequent changes identified via a problem log (PTR).

Obtain sign off from Test team
Ensure transport to Production system has been initiated

7. Update Reporting Document - Update all relevant documents.

Update the document with the changes and additions in fields, values, reports, etc. (i.e. BPMGP)
Update the standard list / golden list of reports

8. Train Customer - If training is required for the operations team on the additional reporting specifications the following should be considered.

Update training material
Schedule training with Operations
Perform necessary training

9. Update Reporting Project Plan - The Reporting Team project plan should be updated accordingly with new development work, dates and detail required to complete this task.

Deliverables:

Development Documentation Supporting New / Changes to Reporting Code
Updated CR Form
Unit Test Results
Transport Request to Test System
Test Team Sign Off
Updated Report Instruction Document (if required)
Reporting Team Project Plan

Methodology attachments:

The following document links contain the attachments necessary to complete this task:

Sample Development Documentation Supporting New / Changes to Reporting Code   =>
Report Instruction Document   =>
Sample DataMart Decision Point Matrix   =>

PROJECT REFERENCE AREA

Comments & Dialog:
Step Checklist:

1.   Perform required development - update CR form.
2.   Interlock with SAP AD team - describe reporting
     requirements.
3.   Unit test - document test results.
4.   Submit transport to test system.
5.   Support testing process - obtain sign off on successful
     test.
6.   Update report instruction document.
7.   Train operations team.
8.   Develop reporting project plan.

In step 234, the Req/Cat team accesses detail task
template P691, Table 28, in the course of providing ongoing
Req/Cat support. After the Req/Cat system has Gone Live,
the system is monitored any production problems that
occurred solved. Template P691 provides, either directly or
by way of links to other documents, instructions, flow
charts, sample questionnaires, report models and checklists
for guiding, coordinating and documenting the work of the
Req/Cat team through the task.

**TABLE 28   DETAIL TASK: PERFORM ON-GOING SUPPORT ACTIVITIES
FOR REQ/CAT**

CREATION STATUS

Category:	Req/Cat
Team:	Req/Cat
Offering type:	Req/Cat, SAP, Req/Cat&SAP
Stage:	5. Ongoing support

IMPORTANCE BUTTONS

Education:		Yes
Certification:		No
Auditable:		Yes
Critical path:		No

5   **IMPLEMENTATION**

Task order:		1
Executed by:		Service provider
Performed by:		Req/Cat Admin
Priority:		Medium
10 *Sequence:*		One day after

DETAIL TASK DETAILS

Description:

After the Req/Cat system has Gone Live, you will need to have
people allocated to monitor the System and solve any production
15   problems that occurred. Generally, the Global and Country
administrators will be responsible for the daily monitoring of
the Req/Cat table information and the feed of data through the
Req/Cat tables.

Prerequisites:

20   The Req/Cat system has Gone Live
The Post Production Support structure / process has been
implemented

Task steps:

Daily, the Country and Global administrators will need to monitor
25   the Req/Cat Production system to identify errors, analyze the
cause, and determine the resolution path. To monitor the system,
you will need to look in the systems logs and the bridge ID's e-
mail. There will be times when the CA or GA can fix the problems
themselves and other times when a CR or PTR will need to be
30   raised.

Refer to the attachment Req/Cat Production Support Procedures for
a complete description of the ongoing support procedures for
Req/cat.

Daily, the CA and GA will need to maintain the catalogs, HR
35   feeds, cost centers fields, and country table information.
Generally, the most errors will occur with the HR and Cost Center
feeds.

In additional the table monitoring tasks, the support people will
need to look at how the process are working and identify and

concerns or suggestions for improvements.

The CA and GA will also need to work closely with the Customer Service Center (Help Desk) to answer questions they may have to serve as the second point of contact for issues or questions that are raised by callers. Obviously, the SCS / Help desk will attempt to answer all questions first, but there will be problems or questions where the will need assistance for resolution.

For the first few weeks after production cut over, there should be daily support team meeting to identify major problems, concerns, etc. The CA and GA should attends these meetings and actively participate in the discussions and resolution process.

Any open issues or unresolved problems should be addressed to the Production Support Leader and escalated if they are not solved within a reasonable amount of time.

Deliverables:

A Req/Cat production support structure with defined procedures and roles.

Methodology attachments:

Req/Cat Production Support Procedures ->

_____

In step 236, the EDI team accesses detail task templates P694 (Table 29) and P697 (Table 30) in the course of supporting EDI transactions post go live. These tasks cover data management, help desk support procedures, report generation, and security. Templates P694 and P697 provide, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the EDI team through the steps of these tasks.

TABLE 29   DETAIL TASK: SUPPORT NEW EDI TRANSACTIONS POST GO LIVE

5   **CREATION STATUS**

Category:	I/T
Team:	EDI
Offering type:	Req/Cat, SAP, Req/Cat&SAP
Stage:	5. Support

10   **IMPORTANCE BUTTONS**

Education:	Yes
Certification:	Yes
Auditable:	Yes
Critical path:	No

15   **IMPLEMENTATION**

Executed by:	Service provider
Performed by:	EDI specialist
Priority:	Medium
Work effort:	30 days
Sequence:	One month after

20

DETAIL TASK DETAILS

Description:

The customer may choose to add additional transactions once the selected service offering has been implemented. The following
25   EDI transactions are standard and are most often added after the customer goes live to meet additional requirements:

840 - RFQ
843 - Response to 840
832 - Price / Sales Catalog
30   856 - Ship Notice / Manifest

For non-standard transactions the same steps should be followed, however a CR will need to be created, bid and approved through the CR Process Flow before the additional work can be done.

Prerequisites:

35   Customer must be using EDI in a production environment for the selected service offering.

Task steps:

1. Confirm customers current EDI Infrastructure - Review the project documentation that specifies EDI infrastructure for customer

2. Define New Requirements - Meet with the customer to define new requirements and transaction needed for the Production environment, compare requirements to Golden IDOC for transaction

Analyze customer requirements
- Transactions
- IDOC's
- Data Fields
~ Required
~ Optional

3. Create Trading Partner Transaction Map - For each ANSI X.12 transaction selected, independent of how many trading partners exist

4. Interlock with Req/Cat and SAP units of measure - To ensure integrity of order of data

ANSI standards

5. Interlock with Trading Partners - Communicate all customer specific requirements for new transaction to trading partners

Define Media
- Letter
- Meeting / Forum
- Web Page
Convey business strategy for new transaction

6. Identify Trading Partner Issues - All issues from the interlock with trading partners must be documented and presented to the customer for a decision

7. Unit Test - Once system communication has been established follow the test check list to complete the unit test

Verify Mapping
Test JCL
Add to Job Stream
Document Test Results

8. Move To Production Environment - Once all testing has been completed successfully and customer sign off has been obtained schedule move into Production, follow EDI Go Live Check List

Deliverables:

New Requirements for EDI Transactions documented

Communication to Trading Partners regarding new transaction
requirements
Trading Partner Transaction Map
Unit Test Results
5   New Transaction(s) Moved to Production Systems

Methodology attachments:

The following document links include all necessary attachments to
complete this task:

Web Page Link   =>
10   EDI Checklist   =>
EDI TP Package   =>

PROJECT REFERENCE AREA

Comments & Dialog:
Step Completion Tracking Checklist:

15   1.   Confirm customers current EDI infrastructure.
2.   Define new requirements.
3.   Create trading partner transaction map.
4.   Interlock with Req/Cat and SAP units of measure.
5.   Interlock with trading partners.
20   6.   Identify trading partner issues.
7.   Unit test.

TABLE 30   DETAIL TASK: EXECUTE EDI SUPPORT PROCEDURES
25

CREATION STATUS

Category: I/T
Team: System Management
Offering type: Req/Cat, SAP, Req/Cat&SAP
30   *Stage:*   5. Support

IMPORTANCE BUTTONS

Education: Yes
Certification: Yes
Auditable: Yes
35   *Critical path:*   No

IMPLEMENTATION

Executed by: Service provider
Performed by: EDI specialist
Priority: Medium

Sequence: Ongoing support

DETAIL TASK DETAILS

Description:

This task provides the steps, attachments and desk procedures
5   required to support the EDI process in a Production environment.

Task steps:

1. Maintain and Follow EDI Setup Procedures (GP):

Inbound
Outbound
10   Test
CPS North Production
CPS Test

2. Maintain and Follow Web EDI Setup:

Analysis:
15   *Deliverables:*

EDI Support Maintenance Desk Procedures

Methodology attachments:

*The following doclink will provide the attachments necessary to
complete this task   =>*
20

EDI Setup Procedures:

Inbound
Outbound
Test
25   *CPS North Production*
CPS Test

Web EDI Setup:

PROJECT REFERENCE AREA

Step Checklist:

30   Use the following table to track the completion of each step:

1.   Maintain/follow EDI setup procedures.
2.   Maintain/follow EDI web setup procedures.

5

In step 238, service delivery center (SDC) ongoing support, help desk functions that are supplied to the client through time. This covers problem reporting, new requests for reports, education questions, and so forth.

10

15

20

In step 240, the transition management team accesses detail task template PD54, Table 31, in the course of insuring that the human resources aspects of the transition plan are in place and in progress. Specifically, this step deals with organizational impacts, changes in roles and responsibilities, labor relations, bonuses and incentives, meetings, feedback and comments. During this step, the auditors check to see the plan is being executed properly. Template PD54 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the transition management team through the steps of this task during deployment and ongoing support stages 104 and 105.

TABLE 31   DETAIL TASK: MANAGE HUMAN RESOURCES ACTIVITIES

CREATION STATUS

Category:	Transition Management
Team:	Transition Management
Offering type:	Req/Cat, SAP, Req/Cat&SAP
Stage:	4. Deploy

IMPORTANCE BUTTONS

Education:	Yes
Certification:	Yes
Auditable:	Yes
Critical path:	No

IMPLEMENTATION

Executed by:	Service provider
Performed by:	Transition manager

DETAIL TASK DETAILS

Description:

This step specifically focuses on the Human Resources aspects of the transition and is intended to insure the elements of the transition plan that focus on this area are in place and in progress. During this detail task, you will be assessing and ensuring the steps in the plan are being implemented and the transition is moving forward from an HR perspective.

Specifically, this step will deal with the following areas.

Organizational impacts
Changes in roles and responsibilities
Labor relations
Bonuses / Incentives
Meetings / Feedback / Comments

Earlier the client was assessed as to the impact of the transition on these areas. A plan was developed to respond to the issues related to HR and built in the transition plan. During this step, you will check to see the plan is being executed
While it is the responsibility of the Transition Management coordinator at the Enterprise / Service Provider project to ensure these tasks are completed, the client HR department must play a strong role to ensure the actions required of the client are carried out

In general, issues and concerns identified will be handled with the right communications and training for those affected.

However, there may be cases where actions need to be taken that is specific to a particular problem. This is particularly true where jobs are either eliminated or added.

Prerequisites:

5   Ensure a clear understanding of the client various HR worksheets and the analysis of the sheets as part of the development of the transition plan.
Go-live is completed and the system / process has been successfully implemented.

10   *Deliverables:*

Updated input to the client Transition Management Plan, only as needed.
Any required announcement material
Customized Presentations for Meetings

15   *Methodology attachments:*

Organization Announcement Presentation ->

PROJECT REFERENCE AREA

Step Status Checklist:

Step	*Status*
20 1. Ensure steps are in progress to move toward any changes in organization that are part of the transition.	
2. Ensure any changes in organizational communications or relationships are in progress.	
25 3. Ensure changes in individual job roles and responsibilities for managers / administration / process end users	
4. Ensure activities associated with the loss of a job role are in place	
30 For any activities directly related to labor unions see next step document	
5. Make sure the new measurements (if any) are in place and understood by those affected by the change. Ensure the transition to the new	
35 measurement system is on tract and any measurement that will affect peoples performance evaluation are understood and working properly. Ensure normal business reporting is working and those receiving the reports understand each	
40 report AND what they should be doing with each report. Ensure the transition to the new measurement system is on track and any reports or measurements that will affect employee bonus	

plans are understood and working properly.
6. Review the transition management plan for
all elements associated with HR and HR impacts
and ensure they are on track for completion by
general cut over date.
7. Ensure the action plans identified are
provided as input and are included as an
attachment that updates the final Transition
Management Plan for the client.
8. Ensure user meetings are scheduled. Review
initial communications plan to ensure that no
changes are necessary to the base plan. After
the meetings, provide a mechanism for feedback
and comments.

Approval status:
Edit history:

_____

In step 242, the transition management team accesses

detail task template PD81 in the course of distributing and

analyzing a survey questionnaire and preparing action plans

for implementation by management. Template PD81 provides,

either directly or by way of links to other documents,

instructions, flow charts, sample questionnaires, report

models and checklists for guiding, coordinating and

documenting the work of the transition management team

through the steps of the task.

In step 244, the project office team accesses summary

task P9C and its subsidiary tasks in the course of

providing post implementation QA review. Template P9C

provides, either directly or by way of links to other

documents, instructions, flow charts, sample

questionnaires, report models and checklists for guiding,
coordinating and documenting the work of the project
office team through the steps of the task.

Advantages over the Prior Art

It is an advantage of the invention that there is provided a system and method for evaluating a client's general procurement and accounts payable (GP/AP) system.

5   It is an advantage of the invention that there is provided an optimized solution for out-sourcing procurement of goods and services.

It is an advantage of the invention that there is provided a system and method for training service

10   providers.

It is an advantage of the invention that there is provided a system and method for managing service providers to assure quality of service.

It is an advantage of the invention that there is

15   provided a system and method for managing a project.

It is an advantage of the invention that there is provided an optimized general procurement and accounts payable system characterized by lower costs, a paperless

process, and more comprehensive service with a shorter
cycle time.

Alternative Embodiments

It will be appreciated that, although specific

5   embodiments of the invention have been described herein for

purposes of illustration, various modifications may be made

without departing from the spirit and scope of the

invention. In particular, it is within the scope of the

invention to provide a computer program product or program

10   element, or a program storage or memory device such as a

solid or fluid transmission medium, magnetic or optical

wire, tape or disc, or the like, for storing signals

readable by a machine, for controlling the operation of a

computer according to the method of the invention and/or to

15   structure its components in accordance with the system of

the invention.

Further, each step of the method may be executed on

any general computer, such as an IBM System 390, AS/400, PC

20   or the like and pursuant to one or more, or a part of one

or more, program elements, modules or objects generated

from any programming language, such as C++, Java, Pl/1, Fortran or the like. And still further, each said step, or a file or object or the like implementing each said step, may be executed by special purpose hardware or a circuit

5   module designed for that purpose.

Accordingly, the scope of protection of this invention is limited only by the following claims and their equivalents.